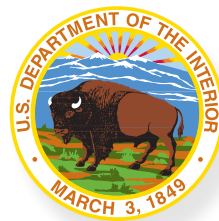


# UNITED STATES DEPARTMENT OF THE INTERIOR

# CITIZENS REPORT

SUMMARY OF PERFORMANCE & FINANCES FOR FY 2014



## MISSION

The Department of the Interior protects and manages the Nation's natural resources and cultural heritage; provides scientific and other information about those resources; and honors its trust responsibilities and special commitments to American Indians, Alaska Natives, and affiliated island communities.



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## About Interior

The Department of the Interior (DOI) plays a substantial role in the U.S. economy. In FY 2013, DOI supported nearly 2.1 million jobs, provided approximately \$199 billion value added and \$358 billion in economic activity. The DOI's work is performed by multiple bureaus and Departmental offices that take place at 2,400 locations throughout the Nation.

### Economic Contributions

Americans and foreign visitors made nearly 407 million visits to DOI-managed lands. These visits supported approximately 355,000 jobs, value added provided by visitors to DOI sites was estimated to be \$25 billion, and economic output was estimated to be \$41 billion.

Oil, gas, and coal produced from DOI-managed lands provided value added of approximately \$121 billion; estimated economic output contribution of \$220 billion; and an estimated 1 million jobs.

Hydropower, wind, and solar power projects on DOI lands were estimated to contribute \$5 billion in output and supported about 20,000 jobs.

The DOI stores and delivers water for irrigation, municipal and industrial (M&I), and other uses. The value of water varies widely according to location, type of use, and climatic conditions. The DOI irrigation and M&I water activities are associated with \$32 billion in value added, \$60 billion in output, and supported an estimated 378,000 jobs.

The DOI's support for tribal governments represents an important mechanism to facilitate economic development, improve Indian education, and improve the safety of Indian communities. This funding provided \$0.8 billion of economic value and contributed approximately \$1.2 billion to economic output and supported about 10,000 jobs.



## Our Performance

The DOI's performance is tracked based on the integrated FY 2014-2018 Strategic Plan, which defines the goals, strategies, and performance measures under the following mission areas that reflect the priorities of the Secretary of the Interior:

- Celebrating and enhancing America's great outdoors;
- Strengthening tribal nations and insular communities;
- Powering our future and responsible use of the Nation's resources;
- Engaging the next generation;
- Ensuring healthy watersheds and sustainable, secure water supplies; and
- Building a landscape-level understanding of our resources.

For the purposes of the Citizens Report, a performance summary is provided using a collection of key indicators to gauge trends in performance through the expectations provided for FY 2014 based on the information that was reported in the FY 2014/2015 Annual Performance Plan and 2013 Report (APP&R) published in February, 2015, as part of the release of the President's FY 2016 Budget; available on DOI website's Budget and Performance Portal at [www.doi.gov/bpp](http://www.doi.gov/bpp).

Mission Area One & Supporting Measures	2011 Actual	2012 Actual	2013 Actual	2014 Target	2014 Actual
<b>Mission Area One, Celebrating and Enhancing America's Great Outdoors</b>					
Percent of DOI acres that have achieved desired conditions is known and as specified in management plans.	84%	77%	74%	75%	77%
Percent of migratory bird species that are at healthy and sustainable levels.	72%	72%	72%	73%	73%
Percent of historic structures in DOI inventory in good condition.	54%	56%	53%	53%	57%
Percent of visitors satisfied with the quality of their experience.	91%	94%	94%	94%	95%
<b>Mission Area Two, Strengthening Tribal Nations and Insular Communities</b>					
Percent of financial information initially processed accurately in trust beneficiaries' accounts.	100%	100%	100%	100%	100%
Violent (Part 1) crime incidents per 100,000 Indian Country inhabitants receiving law enforcement services.	454	412	442	416	419
Percent of community water systems that receive health-based violation notices from the Environmental Protection Agency.	15%	14%	19%	10%	8%
<b>Mission Area Three, Powering Our Future and Responsible use of the Nation's Resources</b>					
Number of megawatts of approved generating capacity authorized on public land and the outer continental shelf (offshore) for renewable energy development while ensuring full environmental review (cumulative since 2009).	6,025	7,863	13,787	15,159	14,608
Percent of allowable sale quantity timber offered for sale consistent with applicable resource management plans.	70%	85%	80%	73%	76%
<b>Mission Area Four, Engaging the Next Generation</b>					
Number of conservation-related work and training opportunities provided to young people.	20,780	19,175	15,546	20,000	16,644
<b>Mission Area Five, Ensuring Healthy Watersheds and Sustainable, Secure Water Supplies</b>					
Percent of water infrastructure in good condition as measured by the Facility Reliability Rating.	72%	76%	79%	75%	78%
Acre-feet of water conservation capacity enabled through Reclamation's conservation-related programs such as water reuse and recycling (Title XVI) and WaterSMART grants.	487,939	616,226	734,851	790,000	860,299



## Our Performance (continued)

Mission Area & Supporting Measures	2011 Actual	2012 Actual	2013 Actual	2014 Target	2014 Actual
<b>Mission Area Six, Building a Landscape-Level Understanding of Our Resources</b>					
Number of communities on the geospatial platform that provide information relevant to landscape-level decision making.	N/A	N/A	N/A	Establish Baseline	17
Percent of targeted ecosystems with information products forecasting ecosystem change.	22%	33%	33%	44%	44%
Percent completion of earthquake and volcano hazard assessments for moderate to high hazard areas.	34%	37%	38%	40%	40%
Percent of U.S. with completed consistent water availability products.	N/A	0%	0%	5%	17%

## Agency Priority (Performance) Goals

Agency Priority Goals represent DOI priorities to significantly improve near-term performance with 24 months to improve outcomes or speed progress on projects and processes critical to DOI's mission and attainment of national goals. The Secretary and Deputy Secretary have used the visibility of these goals, quarterly progress reviews, and information learned through the collaborative process to ensure supporting programs are adequately resourced. Senior level attention on key milestones, accurately quantified performance results compared to plans, and implementation of alternate strategies where needed, assist in ensuring results are achieved. The following table provides a brief status of the Agency Priority Goals being pursued for FY 2014-2015.

Agency Priority Goal Statement	Results achieved as of the 4th Quarter FY 2014
<b>Renewable energy resource development.</b> By September 30, 2015, increase approved capacity authorized for renewable (solar, wind, and geothermal) energy resources affecting DOI-managed lands, while ensuring full environmental review, to at least 16,500 Megawatts (since 2009).	14,608 mw of capacity approved (since the start of FY 2010)
<b>Water conservation.</b> By September 30, 2015, DOI will further enable the capability to increase the available water supply for agricultural, municipal, industrial, and environmental uses in the Western United States through BOR water conservation programs to 840,000 acre-feet, cumulatively since the end of FY 2009.	Additional FY 2014 funding provided for more capacity approvals than expected through 860,000 acre-feet of water conservation
<b>Safer and More Resilient Communities in Indian Country.</b> By September 30, 2015, reduce rates of repeat incarceration in three target tribal communities by 3 percent through a comprehensive "alternatives to incarceration" strategy that seeks to address underlying causes of repeat offenses, including substance abuse and social service needs through tribal and federal partnerships.	New goal; baseline has been established in FY 2014
<b>Youth stewardship of natural and cultural resources.</b> By September 30, 2015, DOI will provide 40,000 work and training opportunities over two fiscal years (FY 2014 and FY 2015) for individuals age 15 to 25 to support the mission of the Department.	16,644 individuals/opportunities provided
<b>Oil and gas resources management.</b> By September 30, 2015, BLM will increase the completion of inspections of Federal and Indian high risk oil and gas cases by 9 percent over FY 2011 levels, which is equivalent to covering as much as 95 percent of the potential high risk cases.	100 percent of high risk cases inspected, including 200 cases added during the year
<b>Climate change adaptation.</b> By September 30, 2015, DOI will demonstrate maturing implementation of climate change adaptation as scored when carrying out strategies in its Strategic Sustainability Performance Plan.	Goal Achieved; 264 points scored toward addressing identified climate change adaptation strategies

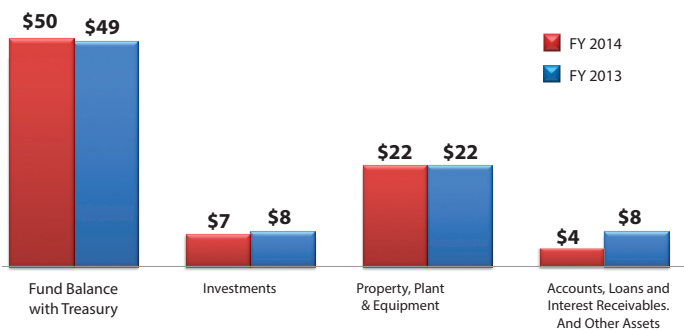
## Finances

This Summary of Performance and Financial Information provides a concise snapshot of DOI's most critical financial elements. The DOI's mission is vast in both economic and physical terms, and we embrace the fact that sound financial management is a cornerstone of effective and efficient stewardship over the resources for which we are responsible. Only with effective financial management can DOI ensure it accomplishes its mission and goals, and ensure the American public that we are effectively utilizing the resources we are provided.

### Assets

The DOI is steward of more than \$84 billion in assets. The DOI manages more than 500 million acres of land area, and 700 million acres of subsurface minerals. The following graph depicts the major categories of assets that we report:

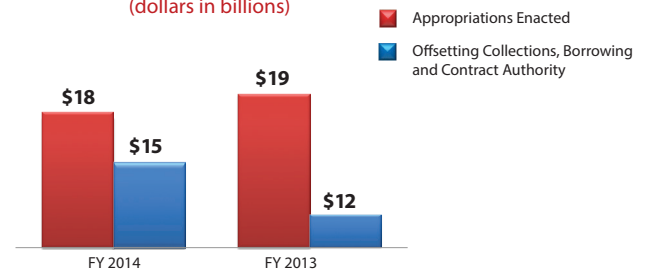
**Department of the Interior Assets**  
(dollars in billions)



### Budget by Source

Most of DOI's funding comes from general government funds administered by the U.S. Treasury and appropriated by Congress. The DOI budgets emphasize constraint and as a result there is a focus on identifying efficiencies and cutting costs. The DOI's FY 2014 budget included \$11 billion in discretionary appropriations and \$8 billion in permanent appropriations. Additional spending authority is provided through offsetting collections, cost recovery, fees, and borrowing activity.

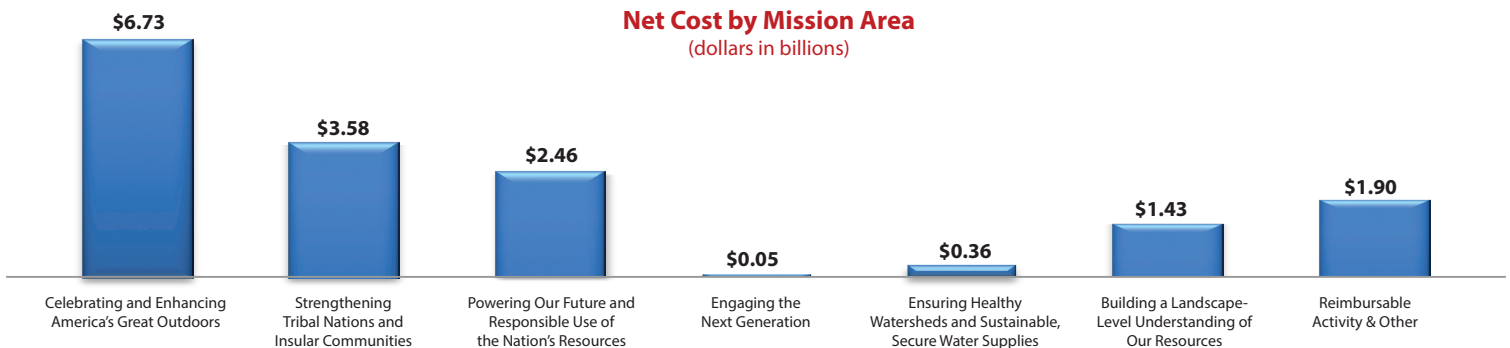
**Budget by Source**  
(dollars in billions)



### Net Costs

Most of DOI's costs are directly related to providing services to the public. The DOI's net cost of operations for FY 2014 was \$17 billion. The DOI's net cost by mission area for FY 2014 is depicted in the chart below.

**Net Cost by Mission Area**  
(dollars in billions)



In FY 2014, an audit was conducted resulting in a clean audit opinion. Complete financial information can be found at [www.doi.gov/pfm/afri/2014/index.cfm](http://www.doi.gov/pfm/afri/2014/index.cfm).

## Data Visualization Maps

The DOI financial community is providing value and increasing transparency to the public through better analysis and data visualization (i.e., putting a picture on the numbers). This type of alternative reporting provides the public with timely and useful information in a simple presentation. Although the recent passage of the Digital Accountability and Transparency Act of 2014 (DATA Act) will shape the way the Government reports spending data to the public and increases transparency in the future, other areas, such as spending on property or reporting of financial statements, can also be presented in more useful ways.

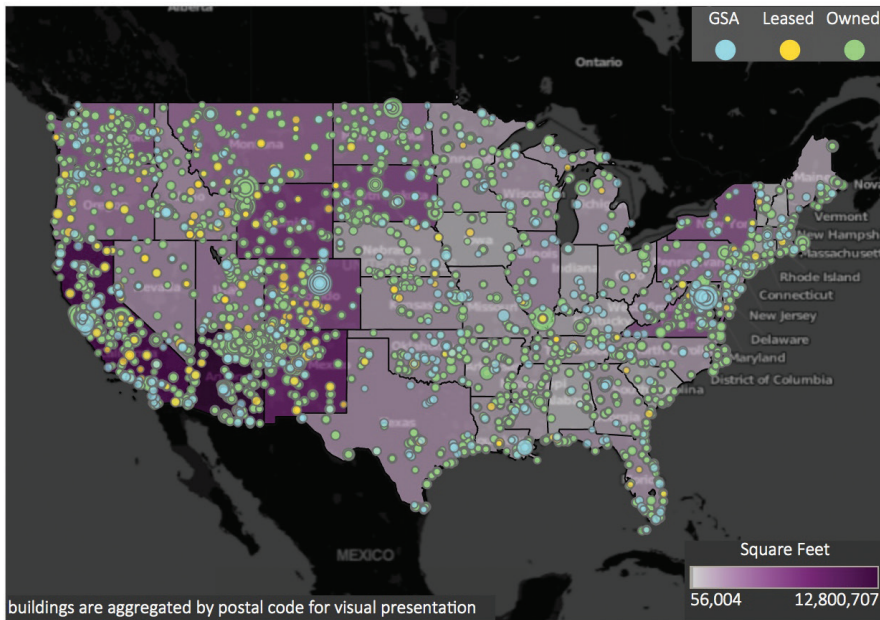
For FY 2014, DOI developed two interactive dashboards to demonstrate the power and flexibility of using technology to present Federal data: the Building Footprint dashboard and the Estimated Royalty dashboard. The graphics below are screenshots of the interactive dashboards that can be accessed at the following URL: (<http://www.doi.gov/pfm/afr/2014/maps/index.cfm>).



### United States Department of the Interior

#### Building Footprint as of September 30, 2014

##### Square Feet by State & Buildings by Postal Code



**Mapped Sq ft: 110,097,777**

**Overall Sq ft: 114,932,910**

##### Building Size

All Bldgs

##### Zoom

Contiguous United States

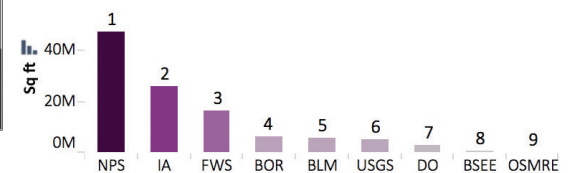


##### Real Property Detail



Rank	Real Property Use	# of Bldgs	Square Feet
1	Office	2,941	24,867,552
2	Other Institutional Uses	4,998	19,284,365
3	Family Housing	9,399	14,482,754
4	Warehouses	8,314	13,675,716
5	School	999	10,825,105
6	Service	2,107	7,491,302
7	All Other	3,430	6,781,840
8	Dormitories and Barracks	749	4,919,438
9	Industrial	1,948	2,554,268
10	Laboratories	172	1,841,055
11	Comfort Station/Restrooms	4,525	1,423,008
12	Buildings	34	1,100,802
13	Prisons and Detention Centers	31	562,070
14	Communications Systems	244	151,867
15	Navigation and Traffic Aids	65	62,175
16	Museum	14	48,334
17	Post Office	10	26,124
<b>Grand Total</b>		<b>39,980</b>	<b>110,097,777</b>

##### Square Feet by Bureau



click to download  
map data

##### Active Filters:

Zoom: **Contiguous United States**

Building Size: **All Bldgs**

Location: **All**

Bureau: **All**

Legal Interest: **All**

Real Property Use: **All**

The Building Footprint dashboard allows the public to see the following for each building:

- ▶ Location (State/Postal Code);
- ▶ Size (Square footage);
- ▶ Usage (Which bureau uses the building and for what purpose); and
- ▶ Legal Interest (Whether the building is DOI-owned, leased or GSA-provided).

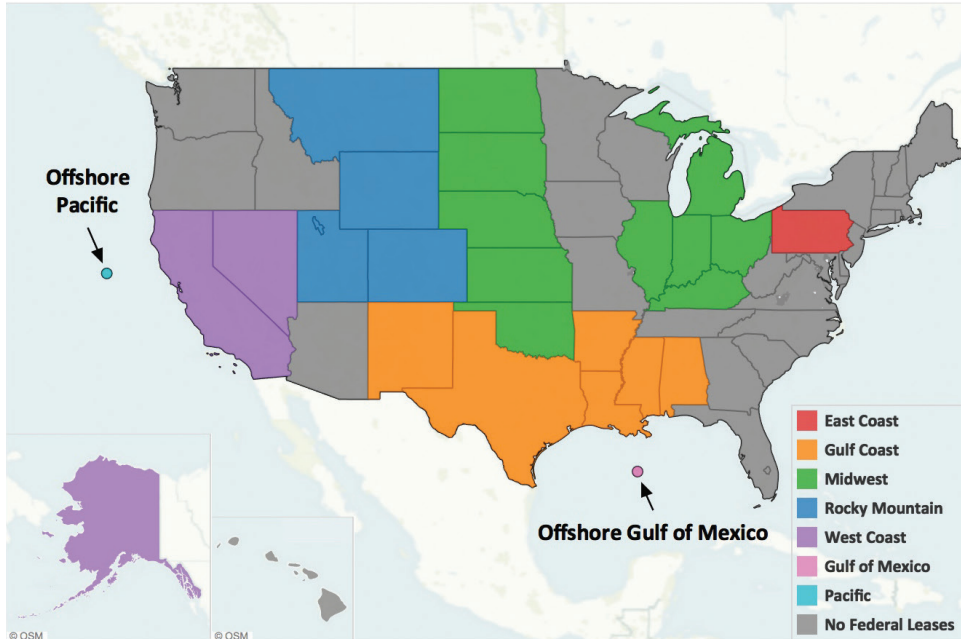




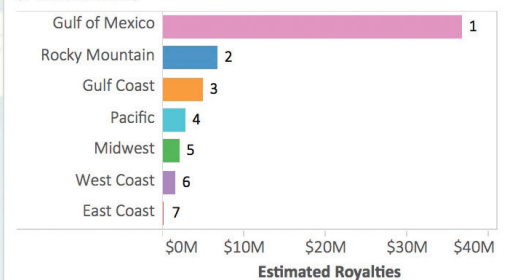
## United States Department of the Interior FY 2014 Estimated Federal Oil Royalties

Select a Resource

- ☒ Oil
- ☐ Gas
- ☐ Coal



### Royalties by Region (\$ in thousands)



### Oil and Lease Condensate (\$ and Bbl in thousands)

Group	Region	Estimated Royalties	Estimated Quantity
Onshore	East Coast	\$313	45
	Gulf Coast	\$5,033,359	655,394
	Midwest	\$2,077,018	293,252
	Rocky Mountain	\$6,768,485	969,076
	West Coast	\$1,638,871	229,331
	Total	\$15,518,046	2,147,098
Offshore	Gulf of Mexico	\$36,768,527	4,627,752
	Pacific	\$2,864,532	289,682
	Total	\$39,633,059	4,917,434
Grand Total		\$55,151,105	7,064,532

Notes: 1) Amounts (\$) are estimated present values of future Federal royalty receipts on estimated proved reserves; 2) Offshore Pacific includes royalties from Alaska Federal Outer Continental Shelf Proved reserves; and 3) Onshore Regions are consistent with Petroleum Administration for Defense Districts

[click to download map data](#)

The Estimated Royalty dashboard visually presents estimated quantities and estimated present values of proved oil, gas, and coal reserves on Federal lands (both onshore and on the Outer Continental Shelf). Additional resource information can be obtained by hovering over various sections of the map.

Moving forward, DOI will continue to explore alternative reporting methods for all functions, especially financial reporting. The DOI remains committed to playing a leadership

role in this area to further the Federal Government's goal of increasing transparency to enable taxpayers and policy makers to track Federal activities more effectively. The DOI financial community believes greater transparency will directly result in better data in our systems and ultimately improve performance and accountability across the Government.



## What's Ahead?

The DOI works to ensure that America's spectacular landscapes, unique natural and cultural resources and icons endure for future generations. The DOI tells and preserves the American story and maintains the special places that enable the shared American experience. At the same time, DOI manages mineral development on public lands and waters including oil, gas, coal, gold, uranium and others. The DOI manages and delivers water, arbitrates long-standing conflicts in water allocation, and actively promotes water conservation. As one of the Nation's primary natural and cultural resource stewards, DOI makes decisions regarding potential development on the public lands and offshore coastal areas that can greatly impact the Nation's energy future and economic strength. Factored in this balance is DOI's unique responsibility to American Indians and Alaska Natives. The DOI supports cutting edge research in the earth sciences – geology, hydrology, and biology – to inform resource management decisions and in earthquake, volcano, and other hazards to protect communities across the Nation and the world. The DOI's activities are guided by a Strategic Plan and a set of Priority Performance Goals. The following initiatives exemplify how DOI will maintain and build the capacity to carry out these responsibilities on behalf of the American people in the future.

**Celebrating and Enhancing America's Great Outdoors** - Throughout American history, the great outdoors have shaped the Nation's character and strengthened its economy. Each year parks, national monuments, wildlife refuges, and DOI's other public lands provide hundreds of millions of visitors the opportunity to recreate on America's land and appreciate the Nation's cultural and natural resources. President Obama launched the America's Great Outdoors (AGO) Initiative to develop a 21st Century conservation and recreation agenda. The AGO takes as its premise that lasting conservation solutions should come from the American people - that the protection of our natural heritage is a nonpartisan objective that is shared by all Americans. Instead of dictating policies, this initiative turns to communities for local, grassroots conservation initiatives. Instead of growing bureaucracy, it calls for reworking inefficient policies and making the Federal Government a better partner with states, tribes, and local communities. In August 2016, the Nation will celebrate the 100th anniversary of the National Park Service (NPS), recognizing the significance of preserving these lands for this and future generations. The DOI is launching the Centennial Initiative with increased investments in current appropriations of \$34.9 million in FY 2015. This includes operational increases for seasonal staff, youth engagement, volunteers, and deferred maintenance projects as well as \$10.0 million for the Centennial Challenge program. The Centennial Challenge funding provides a Federal match to leverage partner donations for projects and programs at park units in anticipation and support for the upcoming NPS Centennial.

**Strengthening Tribal Nations and Insular Communities** - The DOI will build upon progress made over the past four years to establish strong and meaningful relationships with tribes, strengthen the government-to-government relationships, deliver services to American Indians and Alaska Natives, and advance self-governance and self-determination. To enhance the Nation-to-Nation relationship, Indian Affairs (IA) is continuing its comprehensive look at the regulations addressing how Indian groups



apply for and receive Federal recognition as an Indian Tribe. A thriving educational system for American Indian students is essential for the long term health and vitality of Native American communities. To improve Indian education in 2015, Interior will invest an additional \$19.2 million in education construction for replacement of Bureau of Indian Education schools. As part of the President's commitment to protect and promote the development of prosperous tribal communities, there are additional resources in 2015 to support social services and job training programs that

provide culturally appropriate services with the goal of empowering individuals and families through health promotion, family stability, and strengthening tribal communities as a whole.

**Powering Our Future and Responsible Use of the Nation's Resources** - The DOI plays a significant role in the President's all-of-the-above energy strategy to secure an energy future for the Nation that is cleaner and more sustainable. The goals and strategies take a landscape-level approach to energy development, modernizing programs and practices, improving transparency, streamlining permitting, and strengthening inspection and enforcement. Since 2009, DOI has approved 52 wind, solar, and geothermal utility-scale projects on public or tribal lands, including associated transmission corridors and infrastructure to connect to established power grids. When built, these projects could provide about 14,000 megawatts – enough energy to power nearly 4.8 million homes and support more than 21,000 construction and operations jobs. As part of the President's comprehensive Climate Action Plan, he has challenged DOI to re-double efforts on its renewable energy program by approving an additional 10,000 megawatts of renewable energy production, for a total of 20,000 megawatts on public lands and waters by 2020.

**Engaging the Next Generation** – DOI plays a key role in improving the Nation's future by introducing, involving, and encouraging the next generation as stewards of cultures, history, lands, waters, and wildlife. In this dynamic and changing Nation, more and more people are isolated



## What's Ahead? (continued)

from the outdoors in cities and large urban areas. Young people are increasingly drawn indoors and are becoming inactive and disconnected from nature and the outdoors. The DOI's unique assets provide great opportunities to connect this generation to the outdoors and the Nation's natural and cultural resources, in exciting and meaningful ways.

The DOI is a Federal leader for land and resource based youth programs, working with the U.S. Forest Service and other agencies to plan and implement 21CSC. The 21CSC is a bold, national effort designed to put America's youth and veterans to work restoring and enhancing the great outdoors. As a dynamic and innovative initiative, the Corps inspires and engages youth in communities across the Nation. Secretary Jewell has established ambitious goals to engage and employ the next generation in America's great outdoors. To support the goal of providing 100,000 work and training opportunities to young people on public lands, Secretary Jewell plans to raise \$20 million from private partners by 2017 to support 21CSC.

**Ensuring Healthy Watersheds and Sustainable, Secure Water Supplies** – The health, security, economic, and ecological well-being of the American people depend on adequate supplies of clean water. Water availability and quality are a constant and increasing challenge across the Country as intensifying droughts, increasing climate variability, and changing hydrology exacerbate water shortages, deplete groundwater resources, and contribute to impaired water quality. At the same time, population growth and new needs, including energy development, are increasing demand and competition for supplies.

In FY 2015, DOI continues to implement the WaterSMART Program. The program works to secure and stretch water supplies to benefit people, the economy, and the environment, and identify adaptive measures needed to address climate change and future demands. The DOI's FY 2015 enacted budget includes \$66.9 million for WaterSMART initiatives that improve water management through science, collaboration, and cooperation. These approaches are demonstrated through the Water Census, Reclamation

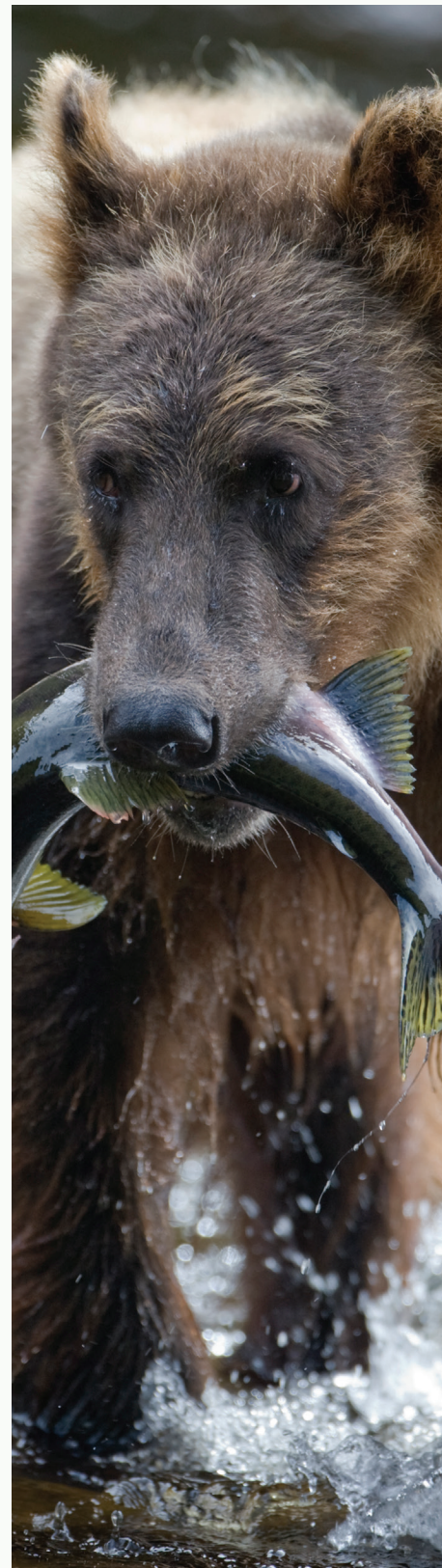
Basin Studies, and Cooperative Watershed Management programs, and through joint activities, such as the Urban Waters Federal Partnership. Comprehensive basinwide approaches like these will be critical to assessing water needs, evaluating the availability of and risks to water supplies, and planning for the impacts of reduced availability and increasing demands in collaboration with DOI's partners.

### **Building a Landscape-Level Understanding of Our Resources** –

The complexity of natural resource issues and the rates of change to landscapes, both naturally and human induced, are increasing faster than anyone could have predicted just a decade ago. The DOI recognizes in order to effectively carry out its mission and priorities it must understand and make decisions at the landscape level, rather than local scale. Landscape level approaches to management hold the promise of a broader based and more consistent consideration of development and conservation. The DOI's landscape level understanding of the Nation's resources is focused on tools and technologies to gather and deliver data and information, develop a scientifically robust foundation for landscape understanding, and apply science to support Interior responsibilities.

As the managing partner for the Geospatial Platform, DOI leverages 21st century geographic information system tools to transform vast amounts of data on landscapes and resources into useful information to inform decisions to help power the future, ensure healthy landscapes, and achieve sustainable supplies of water. Decisions affecting the siting of energy development, water resource allocations, recreation, conservation of habitat, identification of transmission line rights-of-way, mitigation for development activities, and other land uses are increasingly interconnected on an ever changing, climate-impacted landscape. The DOI continues to face the challenge of providing relevant scientific information to land, water, and wildlife managers on a regular basis. The DOI also must continue to work effectively and efficiently across landscapes and watersheds with other Federal agencies,

states, local and tribal governments, and private partners to formulate shared understandings and common strategies for land and resource managers to adapt to the challenges and ensure the resilience of our Nation's resources.





## Effective and Efficient Management of the Department of the Interior

To continue mission essential operations and advance key priorities in a constrained and uncertain budget environment, DOI challenged all employees to take a look at the way it conducts business. Throughout the agency, bureaus and offices are evaluating their operations to see if there are better ways to accomplish the mission, identify management improvements, cut red tape, better align work, and find efficiencies. With a history of strong partnerships, leveraging resources, and collaboration with others, DOI has a strong head start on these challenges but continues to rethink operations and re-engineering processes.

In FY 2014, DOI implemented an electronic email archiving system and is in the process of implementing a records management system that will support more than 70,000 employees, making it the largest information governance program in the Federal Government. The DOI also established a new contract for Microsoft

Enterprise licensing that is the mandatory source for acquiring Microsoft products and licenses. The Office of the Chief Information Officer (OCIO) is working closely with leadership from across DOI to drive shared services for commodity IT. Through shared services, IT strategic sourcing, and consolidations, DOI estimates that IT Transformation will result in cost avoidances of \$100 million each year from 2016 to 2020. Since the beginning of the initiative through FY 2014, there was a total of \$62 million achieved in cost avoidance.

The implementation of the Financial and Business Management System (FBMS) across the Department allowed DOI to realize the benefits of a fully integrated, secure, and modernized business management system. Through the standardization and integration delivered by FBMS, the Department is able to access and share real-time business information that supports effective business decisions for mission delivery, retire outdated legacy

systems that no longer comply with current mandates, improve internal controls with segregation of duties and common business practices, develop and share approaches for improved reporting and data management, and track and report administrative efficiencies.

With more than 188 million museum objects, specimens, and archives housed in 555 DOI facilities and 840 non-DOI facilities, DOI is committed to the preservation, documentation, and access to its vast array of museum collections in stewardship for the public. In FY 2014, the DOI Museum Program made significant inroads in streamlining the inventory of museum collections for 10 bureaus and offices, developing partnerships with museums and professional organizations across the country and pursuing strategies to consolidate museum collections in fewer DOI and non-Federal repositories.

## Management Challenges

While DOI achieved significant progress in FY 2014, DOI identified additional and continuing challenges in collaboration with the Office of Inspector General (OIG). These are presented in the *Inspector General's Statement Summarizing the Major Management and Performance Challenges Facing the U.S. Department of the Interior*, included in Section 3 of the AFR. The OIG's review addresses the challenges that the Department faces in eight key priority areas: energy management; climate change; water programs; responsibility to American Indians and Insular Areas;

information technology; disaster response; operational efficiencies; and public safety.

The DOI's leadership provides ongoing direction on these and other management issues in regular management reviews, quarterly reviews of performance including priority goals, and weekly meetings between the Deputy Secretary, Chief of Staff, and Inspector General. The DOI strives to support an effective risk management culture that enables individuals and groups to report risks in an informed manner and exercise

judgment to elevate risks when needed. Reflecting the importance DOI places on these matters, DOI achieved a completion rate of 93 percent (weighted) for successfully addressing FY 2014 planned corrective actions related to OIG and Government Accountability Office audit recommendations as compared to the DOI goal of 85 percent. The DOI provided timely and responsive input to the OIG through audit responses, corrective action plans, and completion of recommended program and policy changes about its plans to address these challenges.

## We would like to hear from you!

Do you like this report? Do you believe it should include different or additional information? Please contact Office of Financial Management, Paul McEnrue, at [PFM@ios.doi.gov](mailto:PFM@ios.doi.gov) or 202-208-4701.

More information is available on Interior's website, [www.doi.gov](http://www.doi.gov).

